

QUARTERLY PUBLICATION

**COWBOYS**

# Stadium

## SCOREBOARD

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## PRE-CONSTRUCTION ACTIVITY UNDER WAY CONTRACTOR'S TEAM PREPARES SITE

**The Stadium Scoreboard  
chronicles the progress  
of the Cowboys Complex  
Development Project  
from bond sale to kick off.  
This quarterly publication  
is produced by the City  
of Arlington especially  
for the taxpayers of Arlington.**



North of Division Street and east of Collins Street, pre-construction activity is clearly evident in the Core Project area of the Cowboys Stadium.

This quarter, from February 2006 to April 2006, contractors were given the green light to start land excavation, grading and soil transport operations. Construction management officials say these operations are scheduled to continue through the summer.

But before the removal of debris and dirt was authorized to start, the City of Arlington and Cowboys construction officials drafted a plan to help address concerns associated with dust, noise and traffic.

The mitigation plan, endorsed by the Arlington City Council in February, places a limit on the hours that construction activity can occur adjacent to neighborhoods. The plan identifies the primary and alternate transport

routes for trucks entering and exiting the site, and establishes quarterly project status meetings with the Claremont Retirement Village and the Enclave Apartment Community - two of the largest residential developments neighboring the Core Project Area.

This quarter, the Cowboys Football Club continued to demonstrate its commitment to strengthening the educational and recreational opportunities of youth. The Cowboys hosted a junior training camp for about 1,800 Arlington youth, and is planning a free clinic for middle school and youth football coaches later this summer.

Project developments in the third quarter are highlighted on the following pages.





This quarter, the **Legal Team** continued to work on important development issues associated with the stadium project. On second reading, the Arlington City Council unanimously approved a series of new ordinances prepared by the Legal Team to address issues that are unique to the construction and operation of a major sports project.

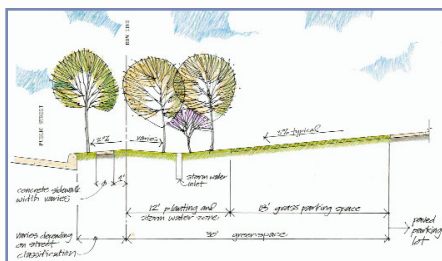
Ordinances Approved This Quarter by the City Council:

- Imposing a parking tax for the venue project as approved by voters in November 2004. The parking tax is a \$3 tax on motor vehicles utilizing a parking facility at the Cowboys Stadium.
- Imposing the admissions ticket tax for the venue project as approved by the voters in November 2004. The admission ticket tax is a 10 percent tax on each ticket sold as an admission to an event held at the Cowboys Stadium.
- Regulating the resale of event tickets. The unauthorized outdoor resale of tickets at any price anywhere in Arlington is prohibited. An individual may resell a ticket within a structure for which a certificate of occupancy has been issued, in the seller's own home or the home of the buyer. The price sold can not be greater than the face value of the ticket. The purpose of this ordinance is to prevent fraud and traffic congestion on game days, and to enhance the city's tourist attractions by allowing all fans an equal chance at buying tickets.
- Establishing landscaping requirements at the Cowboys Stadium. This ordinance requires trees to be planted in accordance with the Festival Street Tree Planting Program.

Number of hearings to date: .....82

Number of hearings pending: .....1

Number of cases to date: .....83



Arlington City Council approved an ordinance that supports tree planting and quality landscaping.

This ordinance will help to provide a green buffer to parking areas and additional stormwater retention.

- Authorizing the issuance of City of Arlington, Dallas Cowboys Complex Admissions and Parking Taxes Revenue bonds, and other certificates, agreements and documents.

This quarter, the Arlington Council adopted a resolution for

platting procedures and fees associated with construction and building permits for the Cowboys Stadium Project. The City of Arlington has purchased more than 150 platted lots for the construction project. Platting is a method of combining lots into larger blocks to simplify legal descriptions and land registration.

In order to meet deadlines associated with the construction schedule, the City of Arlington authorized contracts for professional plan review and inspection services of nearly \$4,800,000, paid as Project Costs. This resolution clarifies that these contracts will be carried out in satisfaction of all city plan review and inspection fee requirements.

The Legal Team continues to work with all parties to prepare resolutions and other legal documents requiring action by the Arlington Sports Facilities Development Authority. This quarter, the ASFDA authorized a transfer of land and the release of Rangers' lease rights for property in the Baird Farm Road right-of-way. The Authority also approved an abandonment consent for Gulf South Pipeline easements.

To date, the Legal Team helped to prepare 83 property cases for hearing. When property owners and the City of Arlington are unable to reach an agreement of sale, cases are referred to court-appointed commissioners who help to determine the market value of property being acquired. Property owners may appeal the commissioner's decision.



The **Finance Team** continues to work on the financing obligations associated with the Cowboys Stadium Development Project. This quarter, the Arlington City Council approved the issuance of up to \$160 million in admissions and parking tax revenue bonds. These taxable series 2006 bonds will be secured by a 10

**\$89.6 million**  
Project costs to date

percent admissions tax and \$3 parking tax on all events occurring at the Stadium. They are also secured by a guaranty of the stadium tenant. Proceeds from these bonds will fund a portion of the Team's project costs, with remaining funds coming from NFL contributions and private financing.

Expenditures through April 4, 2006 totaled \$89,570,238.





For more than a century, Manhattan Construction Company has been setting an industry standard of building excellence and management. Their dedication to quality construction can be seen in public assembly places such as Reliant Stadium in Houston, the Bush Presidential Library in College Station and Amerquest Field in Arlington.

But a local strategic alliance unites Manhattan Construction with two leading minority-owned enterprises who, together, will direct the on-site construction of the Cowboys Stadium.

#### **Rayco, Inc.**

Rayco Construction, Inc. is a Tarrant County-based firm that continues a 25-year tradition of success. Founded in 1980 by Ray Gomez, the Rayco Construction team has built successful projects for the Dallas/Fort Worth International Airport, United States Army Corp of Engineers, and the General Services Administration.

Gomez's determination earned him the U.S. Small Business Administration's Business Person of the Year Award in 2000. His record of achievement has won him many accolades, including Hispanic Business Magazine's Top 500 Largest Hispanic-owned companies in the U.S and Small Business of the Year Awards in 2005 and 2006 presented by the Arlington and Hispanic Chambers of Commerce.

"This is an outstanding opportunity for our company to be a key part of the management team that is building the greatest sports venues in the world," said Rayco President Ray Gomez.

"I understand the significance of this project to the local community and feel it is our duty to see that the Dallas Cowboys and Arlington, Texas have a stadium they can be proud of for generations."

Read more about Rayco at [www.raycoinc.com](http://www.raycoinc.com)

#### **A strategic alliance for quality construction is formed with 3i Construction, Inc., Manhattan Construction and Rayco, Inc.**



**Michael Williams, John Dixon, Ray Gomez**

management, and President Michael Williams says it's a company deeply rooted in teamwork.

"The Cowboys Stadium project is a tremendous opportunity for us to help build a world class sports facility in the heart of the Metroplex," Williams said.

3i's commitment to quality construction can be seen in the bond projects authorized by voters for the Dallas Independent School District and the new terminals at the Dallas Fort Worth International Airport. 3i Construction was the first African-American construction management firm to construct a \$10.8 million project from the ground up for the D.I.S.D. The Leonides Gonzalez Cigarroa, M.D. Elementary school opens this fall.

Williams is no stranger to teamwork and perseverance. He attend-

ed Dallas Carter High School in the early 1980s where he led the Cowboys to the state play-offs twice and set the state record of 63 points in one regional game. While majoring in Marketing and Finance at Baylor University, he led the Bears to two post-season tournaments. In 1989, he played for the NBA World

Champion Detroit Pistons and in 1992, while with the Minnesota Timberwolves, made 97 consecutive free throws which remains a NBA record to date. Williams is now leading a new team. This year, he completed the Tuck Executive Management Program in Business at Dartmouth University. Read more about 3i Construction at [www.3iconstruction.com](http://www.3iconstruction.com).

#### **M/WBE Facts as of April 26, 2006:**

- 330 - Number of registered minority and women-owned firms
- 210 - Number of individual meetings held with minority and women-owned firms
- \$5 million - Dollars paid to M/WBE firms of the total \$21 million in contract dollars paid
- 25% - Contract dollars paid to minority and women-owned firms

#### **3i Construction, Inc.**

3i Construction has a dedication to quality project



**More than 200 minority and women-owned businesses visited Council Chamber on Saturday, April 29, to learn more about the contracting opportunities available in Tarrant County. Some of the presenters included the Dallas Cowboys, Manhattan Construction, Tarrant County, Tarrant County College District and the University of Texas at Arlington. The Quarterly Business Mixer was sponsored by KKDA-AM Radio and the City of Arlington.**





The **Development Team** continues to work on the Mitigation Plans, the development of Baird Farm Road and new bridge plans for Interstate 30. The Team coordinated demolition and utility removal from the Core Project Area this quarter; met with the Corp of Engineers; and conducted asbestos abatement activities in preparation for the construction of the Stadium.

According to the Development Team, Baird Farm Road is on schedule to becoming an important gateway to the city's Entertainment District. Baird Farm Road will become a six lane boulevard connecting the venues north of I-30 with the attractions south of the interstate. The expanded Baird Farm Road will become another north/south thoroughfare relieving traffic congestion on Ballpark Way and North Collins Street.

Various plans for Baird Farm Road have been submitted for review, focusing on drainage facilities needed to provide access around the site.

### Previously Designed Roadway Improvements

Because much of a community's character is conveyed by its roadways and highways, careful and cost-effective planning continues to occur in the Core Project Area of the Cowboys Stadium.

Since 1990, several roadway improvements have been planned along I-30 and SH 360, including the re-design of sections of the interstate, and interchange on 360, and new bridge gateway enhancements at Center Street, Collins Street and Baird Farm Road. The project includes frontage roads, managed lanes, and other improvements designed to move people safely through the city.

Originally, the Center Street Bridge was a part of the I-30 bridges project. It has now become a separate improvement project that is scheduled to go out for bid in late 2006. The Arlington I-30 project includes the area east of Cooper to west of Ballpark Way. The project will be bid in two packages. The first package to bid is the Center Street Bridge. The remainder of the improvements will be bid in 2007. The two phases are still progressing on schedule with ongoing coordination with the Texas Department of transportation.

The \$4.5 million design contract with Halff Associates for an interchange at State Highway 360 and Division Street has begun and is moving ahead of schedule. The focus for this quarter has been extensive coordination with Union Pacific Railroad officials. The construction phase of this trans-



**Aerial view of the Core Project Area looking from the northwest to the southeast corner.**

portation improvement project is scheduled to begin in the Fall 2007.

### Utilities

The Arlington Water Utilities Department provided coordination in terminating franchise utilities and water and sanitary sewer services for all acquired properties. All residential and apartment utility transfers and disconnections related to structure demolitions in the Core Project area were completed this quarter. As of March 31, 2006, there are 12 commercial properties along Collins Street that require utility disconnections once relocations are complete.

The water and sanitary sewer lines within the project boundary were removed and/or disconnected after all services on each line segment were terminated. This minimizes any disruption or damage to the water and sanitary sewer service to adjacent properties.

Other Water Utilities projects include the design for a water line between Collins Street and Interstate Highway 30, as well as utility adjustments and relocations associated with the Interstate 30 - Section 3 Project.

The construction of a sanitary sewer line capacity improvement project along the southern boundary of the Core Project area will be coordinated with the construction of the Stadium.

### Tarrant County

Tarrant County is working with the City of Arlington on the Stadium project through direct funding and in-kind services. To date, Tarrant County has contributed \$2.25 million toward the design and construction of Baird Farm Road. A total of \$233,502 has been paid for the Baird Farm Road design. In addition, the County has paid \$100,000 for tipping fees at the Arlington landfill.





## Johnson Creek

In January 2005, Applied Ecological Services was retained by the Texas Rangers and Cowboys to draft a plan outlining opportunities for storm water, ecosystem restoration and recreation improvements within the Johnson Creek corridor.

AES and its environmental planners have been working with City of Arlington staff to develop a new Johnson Creek Conservation Plan that will address the goals of flood reduction, erosion, sedimentation control, and recreation improvements. This plan was completed in March.

Simultaneously, city staff members are working with U.S. Army Corps of Engineers officials to identify ecosystem restoration alternatives throughout the city that will offset

any anticipated impacts of development within the Entertainment District.

In April, the Corps of Engineers approved two General Permits necessary for the construction of Baird Farm Road, which will impact a tributary of Johnson Creek. The second permit is for the extension of Rogers Street, which will cross Johnson Creek.

A separate Corps of Engineers' 404 permitting process will begin in May to address proposed stream bank restoration, detention and sedimentation improvements associated with the Johnson Creek Conservation Plan. This process is expected to take 12 to 18 months to complete. Conservation Plan improvements are expected to begin in 2008.

This quarter saw a lot of changes in the Core Project Area. As a result, the **Communications Team** focus was on keeping the special communities around the project area informed. Businesses and residents impacted by the Stadium Project have either reached an agreement of sale or are in the process of relocating. Communication, which was originally intended to keep residents and businesses informed, has shifted to the communities directly affected by the project. The Enclave Apartments and the Claremont Retirement Village are two of the largest residential developments neighboring the Core Project Area.

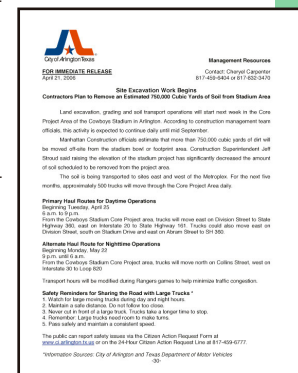
In March, the Communications Team, Cowboys officials and representatives with Manhattan Construction, met with the Enclave and the Claremont management staff. A follow-up meeting was held later in March with the Claremont residents who learned more about the project and the Mitigation Plan, which the construction site will be managed and operated.

The residents had an opportunity to submit questions. Most questions were about the construction and how it would impact homes. Other questions pertained to traffic control, dust and construction hours.

A seventh Cowboys Project Update newsletter was published in April. This newsletter provided more information about the Mitigation Plan and communicated information about the changes to the Core Project Area.

In early April, City Council modified the Cowboys Stadium Project area by narrowing the number of parcels required for priority acquisition. This included adding 23 acres of unimproved park land to provide parking. This released a number of commercial and business properties from the Priority Acquisition list.

At the end of the quarter, dirt removal began at the site for the Stadium's bowl. Approximately 750,000 cubic yards of soil is expected to be removed. A news release was written and distributed to communicate dirt hauling routes and remind motorists to exercise caution when traveling in the Core Project Area. This public information notice was posted on the City's website and information distributed among area businesses, hotels and tourist attractions within the Entertainment District.



The Stadium Project **Operations Team** delivered the Construction Mitigation Plan to the City Council in February, 2006. This group provides oversight of all public safety, traffic, health and code issues related to garbage, hazardous household waste disposal and recycling in the Core Project Area.

Operations team members continue to maintain a heightened awareness level in the Core Project area, reporting public safety issues to the appropriate departments for resolution.

The Arlington Police Department reports a 34 percent reduction in crime in the Core Project Area from January to March 2006, when compared to the same three-month time frame in 2005. The Police Department will continue its partnership efforts with construction management and security companies to implement measures that will prevent construction related crime issues as the project progresses.

As of April 28, 2006, 103 of 104 parcels, or 99 percent of single family housing in the Core Project Area have been demolished. The abatement of asbestos has been conducted in 103 of 104 homes. In addition, applicable utilities such as electric, gas, water and cable in acquired properties have been terminated.

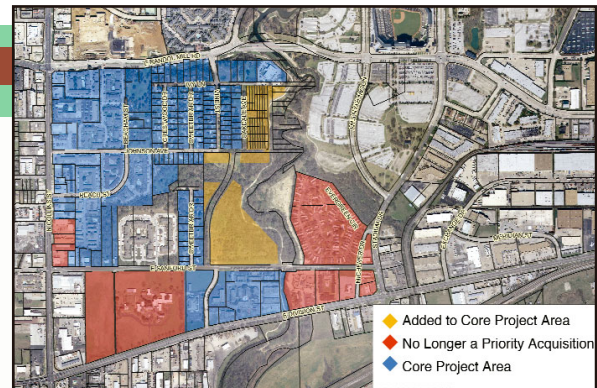
Pre-construction work tree harvesting continued this quarter, as the City of Arlington worked with contractors to save as many large trees in the Core Project Area as possible. According to Park Planner Joe Pack, approximately 30 trees have been harvested or salvaged to date. WW Tree Farms of

Dallas has plans to re-sell the trees, which ranged in size from six inches to 15 inches wide. They included Live Oaks, Sweet Gums, Pecan and Crepe Myrtles.

Daily monitoring of the Core Project Area is conducted by Community Services staff in order to verify that acquired properties are posted, secured, and issues are reported and resolved. As of April 10, 2006, 920 of the 1,046 units have been demolished.

In order to finalize the clearing of the site, and to begin excavation and grading operations, Tarrant County contractors have focused efforts on grinding streets and removing concrete foundations from within the bowl area of the Stadium Project. Once these operations are complete, Tarrant County will resume the demolition of remaining apartment units and acquired commercial properties.

3i Construction and Rayco erected temporary and erosion control fencing around the perimeter of the Core Project area. Ingress and egress to the site is limited to a manned checkpoint located on Peach Street.



have been completed, and 100 percent of all families and individuals have been successfully relocated. Seventy-nine percent of the businesses identified for acquisition remain in the Core Project area to date. According to the Real Estate Team, 34 of the 43 businesses in the Core Project Area have relocated with the assistance of Pinnacle Consulting and Thompson and Knight, LLP.





This quarter, the Dallas Cowboys Football Club continued to demonstrate its commitment to strengthening the educational and recreational opportunities for local youth. The Cowboys hosted a Junior Training Camp for about 1,800 Arlington youth, and is planning a free clinic for middle school and youth football coaches in July.

➤ **Dallas Cowboys Coaches Clinic** The Dallas Cowboys will host their annual Coaches Clinic for middle school and youth football coaches on Friday, July 21 at Texas Stadium. The one-day seminar allows each of the Dallas Cowboys assistant coaches to share their offensive, defensive and special teams strategies with coaches who strongly impact the lives of young athletes. Hosted by Cowboys Owner and General Manager Jerry Jones and underwritten by Gene and Jerry Jones Family Charities, this annual event provides youth coaches the opportunity to learn from the Pros, all at no cost to themselves or the organization they represent. Registration for the clinic is limited and on a first come, first served basis for the first 650 applicants. Each registered applicant also receives a free ticket to a Dallas Cowboys preseason game. Early



Bird registration ends June 16, and everyone registering by this time will receive two tickets to a Dallas Cowboys preseason game. For more information about the Cowboys Coaches Clinic, go to [www.dallascowboys.com](http://www.dallascowboys.com) and click on Community.

➤ **Dallas Cowboys and Gatorade Junior Training Camps**

This spring, the Dallas Cowboys served approximately 1,800 Arlington youth through the Dallas Cowboys/Gatorade Junior Training Camp program held at Butler, Burgin and Miller Elementary schools. A special two-day session was conducted at Carter Junior High School to increase student interest in the numerous athletic opportunities available to the students. Underwritten by the Dallas Cowboys and Gatorade, the Junior Training Camp is a complimentary grass roots, non-contact football clinic featuring the educational and recreational benefits of football presented in a safe and fun environment for male and female students between the ages of 7 and 14. The camp emphasizes fun, instead of winning. Every student can participate - regardless of gender, athletic ability or experience. Information for the Fall 2006 Junior Training Camp will be available in later this summer.



➤ **Six Flags Over Texas 45th Anniversary Season Opening** On March 4, Dallas Cowboys Pro Bowl Safety Roy Williams joined Arlington Mayor Robert Cluck, Tarrant County Judge Tom Vandergriff, Six Flags Over Texas General Manager and Vice President Steve Calloway to kick off the new season for Six Flags Over Texas. Williams, along with a member from his Safety Net Foundation, helped flip the switch as the park began the celebration of its 45th anniversary in 2006. Through his foundation, William helps to ensure that low-income single mothers raising children in the Dallas/Fort Worth Metroplex are provided support and guidance.





### Conclusion

This quarter, the teams that comprise the Cowboys Working Group continued their efforts to facilitate progress. Property acquisition is approximately 96 percent complete, debris and soil removal is underway and stadium roadway improvements are taking shape. A plan for the conservation of Johnson Creek has been drafted, further demonstrating the city's commitment to quality development and the environment. The continuing cooperative spirit and leadership of all stakeholders and citizens are helping to build the world's greatest sports venue in the heart of the Dallas/Fort Worth Metroplex.



The Cowboys Stadium Scoreboard is a quarterly publication published by the Cowboys Stadium Working Group.